# Communities of Practice

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# Community of Practice - Who

- **Every USACE employee is a member of at least one CoP.**
- **You are part of a community**

# Community of Practice -What

## 2012 Definition

**Communities of Practice are made up of individuals who practice and share an interest in a major functional area or business line. They extend throughout the Corps. The engine is learning and the CoP is the history of that learning.**

# Community of Practice -What

## Key points

- CoP are already present
- Goal is to broaden reach and access of existing networks
- CoP are VOLUNTARY.

# Community of Practice -What

## CoP Functions in 2012

- Policy and doctrine
- Capable workforce
- National and interagency relations and coalitions
- Accelerating organizational communication
- Implementing learning organizational doctrine

# Community of Practice – How

## How are they organized

CoP

Sub CoP

Informal

Formal

# Community of Practice – How

## Keys

**Structure**

**Too Much Kills CoP**

**You cannot make a horse drink**

**Energy**

**Initially from top**

**Ideally from bottom**

# Community of Practice - How

## Organization

### Different for every CoP

#### Logistics has different challenges than S&LE

### Concept accounts for this

# Community of Practice - Why

## Because 2012 says so

**Good enough for some**

**Difficult to accept for others**

# Community of Practice Why

**World is a changing place**

- **Competition**
- **A76**
- **Customer expectations**
- **Shifting Priorities**
- **Reorganization**
- **Aging workforce**
- **New methods and tools**

# Community of Practice Why

**Because we have to!**

**$422 Billion!**

**That is the deficit**

**We are discretionary**

# Community of Practice Why

**Because it's the right thing to do**

**We are an expertise organization**

**and this is the direction**

**We have worked too hard to lose**

# Community of Practice Where

**CoP are functional entities**

**CoP support Business Lines**

**Cross geography and boundaries**

**Measure of success will be level of individual support**

# Community of Practice How

## Corps Policy document

## Set up checklist

# Community of Practice How

## Support

### CCOP

### IT Support Tools

#### Groove/Tomoye

#### EKO

#### TEN

#### Gateway

# Community of Practice How

## Roles

- Leader
- Champion
- Coach
- Facilitator
- SME
- Member

# Community of Practice
# Challenges

## Funding

**-$250K identified**

**- Not sufficient, though requirement is still unclear**

# Community of Practice
# Challenges

## Culture

- This is not the way we have operated

- Trust is key to success

# Community of Practice
# Challenges

## Timing

- Everyone wears many hats
- Contact during incubation period very limited
- Some people will just not play

# Community of Practice Metrics

**How do you measure knowledge sharing?**

**Value Engineering Conundrum**

**True measure of success will be level of individual participation**

# Community of Practice Success

- Design Time – “gotcha syndrome” solution
- Legacy Sharing – Cross Generations
- Connected Water Coolers – One Corps

# Community of Practice

## Questions?

# Community of Practice

## How to do it

- 14 Steps
- 1 Charter
- Evolving, neverending process

# Community of Practice 14 Steps

1. **Identify and establish core group of CoP stakeholders**
    1. List of Core members
    2. Workshop Date
    3. Agenda
    4. Invitees

# Community of Practice 14 Steps

## 2. Conduct Core Planning

1. CoP Purpose and Objectives
2. List of problems CoP will address
3. List of business issues
4. List of resources and roles
5. Preliminary knowledge assets

# Community of Practice 14 Steps

## 3. Draft CoP Charter

1. CoP Name
2. CoP Audience/Membership
3. CoP Purpose/Functions
4. Sub-CoPs
5. CoP Objectives
6. CoP Membership

# Community of Practice 14 Steps

4. **Develop Taxonomy for Content**
5. **Inventory Knowledge assets**
6. **Organize content**
7. **Identify and Develop content to support CoP**

# Community of Practice 14 Steps

8. **Identify Catalyst for CoP**
9. **Train Catalyst on tool**
10. **Manage the content**
11. **Facilitate the interaction within the CoP**

# Community of Practice 14 Steps

12. **Market the CoP**
13. **Develop new content**
14. **Determine the effectiveness of the CoP**